

U.S. Department
of Transportation

**United States
Coast Guard**



Commandant
United States Coast Guard

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COMMANDANT INSTRUCTION 16010.13

Subj: COMMANDANT'S EXECUTIVE BUSINESS PLAN

Ref: (a)COMDTINST 16010.12 dated 10 Aug 94, The Commandant's Direction.

1. PURPOSE. The Coast Guard's core attributes, my vision, the goals and objectives contained in the Commandant's Direction, reference (a), are the foundation of my Executive Business Plan (EBP). I, along with my senior managers, will use this plan to monitor the progress of the organization in achieving our goals. In addition, the EBP provides specific guidance and communicates my expectations, and those of my senior managers, to program directors, managers and field commanders. It is designed to help managers translate these goals and objectives into measurable actions.
2. ACTION. Area and district commanders, commanders of maintenance and logistics commands, commanding officers of headquarters units, Commander, CG Activities Europe, Commander, CG Activities Far East and chiefs of offices and special staff divisions in Headquarters shall ensure operating guidelines, planning and programming documents, and policies reflect the emphasis I am placing on these goals.
3. BACKGROUND. I presented the Commandant's Direction to the Flag Officers and Senior Executive Service (SES) members at the Spring 1994 Flag Conference. Using that as a foundation, Flag/SES teams developed EBP milestones in support of the goals and objectives contained in the

Commandant's Direction. This effort extended over the summer, and senior management ratified the EBP at the Fall 1994 Flag Conference.

4. **DISCUSSION.** One of the most important challenges for leadership is thinking strategically about where the organization is going and then charting a course that will lead to that destination. My EBP is a first step in charting that course. As the EBP and program business plans mature, we will continuously improve the existing milestones and targets. In addition, new ones will be identified thereby facilitating the organization's move toward achieving the desired, measurable outcomes. Enclosure (2) provides additional information in a "Question and Answer" format.
5. **RESPONSIBILITIES.**
 - a. Field commanders shall set priorities and policies in accordance with the goals and objectives especially those that directly apply to overall management and leadership issues. They shall further ensure their policies and plans are aligned with the approved program business plans.
 - b. Headquarters program directors and managers shall translate EBP milestones and executive performance indicators that apply to their programs into specific targets. Targets are measurable actions towards the achievement of a goal and/or objective. Program business plans will include these targets thus providing the linkage to the EBP. Additional targets, based on legislative requirements, traditional missions, planning and programming guidance, and other program specific goals will also be included in the program business plans. These plans will be distributed to the field as specific program policy and guidance. Specific guidance on measurement requirements will be contained in the program business plans.

ROBERT E. KRAMEK
Admiral, U.S. Coast Guard
Commandant

- (1) The Executive Business Plan
- (2) Questions and Answers on the EBP

ENCL (1) to COMDTINST 16010.13

**Executive Business Plan
1994 - 1995**

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COMMANDANT'S EXECUTIVE BUSINESS PLAN (EBP)
1994
PREAMBLE

The goals and objectives contained in the Commandant's Direction (COMDTINST 16010.12, 10 Aug 1994) are the foundation of the Commandant's Executive Business Plan (EBP) for the next four years. These goals and objectives are directly aligned with the DOT Strategic Plan. Because of this alignment, the EBP is not inclusive of all Coast Guard missions, programs and day to day operations. However, it is critical to the long term strength of the Coast Guard that the items currently addressed in the EBP receive the highest attention over the next four years. By necessity, the EBP cannot include everything the Coast Guard does; if everything is a priority, then nothing is. The day to day operations of the Coast Guard as a uniformed military service, providing the highest quality of service to our many customers, remains a central priority of the Commandant and top management, even if not specifically addressed in the EBP. It is essential for program directors and managers to continue to use other documents such as the Commandant's Vision, planning and programming guidance, and legislative obligations, along with the EBP, in the development of Coast Guard plans and policies. The EBP is intended to:

1. Assist the Commandant in measuring and evaluating Coast Guard's accomplishments versus program accomplishments,
2. Identify senior management expectations of program directors and field commanders, and
3. Provide corporate guidance/information to program directors and managers in developing program planning documents, i.e., Program Descriptions, Program Directions and Program Business Plans.

At the Spring 1994 Flag Conference, the Board of Directors developed milestones for monitoring progress toward accomplishing the goals and objectives. The EBP, like any other planning document, is not set in concrete. The EBP will be reviewed, discussed, revised and improved by the Board of Directors annually. Changes to the EBP should be addressed to the three- star Guidance Team for further discussion and future revisions.

GOAL 1: Provide leadership and a working environment to enable all of our people to reach their full potential.

OBJECTIVE 1-1: Promote leadership and management throughout the organization.

MILESTONE 1-1-A: Improve and expand our leadership, management and professional development programs.

EXECUTIVE PERFORMANCE INDICATOR

1. Develop assessment techniques and tools to measure our improvements.
2. Modify evaluation systems to emphasize leadership, management, and professional development.
3. Consolidate and standardize our leadership and total quality management development programs where warranted for better coordination. RESPONSIBILITY: G-P, G-CV

OBJECTIVE 1-2: Prepare our people to perform their duties.

MILESTONE 1-2-A: Establish a linking mechanism between the training, and the personnel management systems to make use of employee talents.

EXECUTIVE PERFORMANCE INDICATORS

1. Use employees' experiences and training in the job assignment process.
2. Consider diversity in personnel development decisions.

RESPONSIBILITY: G-P, MPC

OBJECTIVE 1-3: Provide the support structure necessary for our people to succeed.

MILESTONE 1-3-A: Increased delivery of "people first" programs, specifically work-life, health care, and workplace safety including facilities and equipment.

EXECUTIVE PERFORMANCE INDICATORS

1. Track work-life program trends.
2. Establish safety standards and ensure they are understood by employees.
3. Establish standards and track health care access, quality and customer satisfaction.
4. Establish wellness standards, and track participation in related activities, to encourage voluntary, healthy lifestyle changes.

RESPONSIBILITY: G-P, G-K, G-E, G-MPC

GOAL 1: Provide leadership and a working environment to enable all of our people to reach their full potential.

OBJECTIVE 1-4: Maintain pay and compensation to ensure a quality work force.

MILESTONE 1-4-A: Benefits and entitlements received by Coast Guard employees comparable to compensation received by members of other services, other federal agencies, and equivalent private sector.

EXECUTIVE PERFORMANCE INDICATORS

1. Maintain recruitment and retention of Coast Guard employees at required levels.
2. Identify why top performers attrite or stay in the Coast Guard.

RESPONSIBILITY: G-P

GOAL 2: Place diversity in the Coast Guard at center stage.

OBJECTIVE 2-1: Change the composition of the CG workforce to better reflect the U.S. Population.

MILESTONE 2-1-A: Recruit appropriate numbers of individuals from under represented groups to meet workforce representation goals to ensure more diverse representation across all paygrades.

EXECUTIVE PERFORMANCE INDICATOR:

1. Workforce profile moving toward Coast Guard workforce representation goals.
2. Composition of individuals recruited relative to workforce recruiting goals.

RESPONSIBILITY: G-P, MPC, G-R, G-H

MILESTONE 2-1-B: Increase retention of individuals from under represented groups.

EXECUTIVE PERFORMANCE INDICATORS:

1. Retention rate for individuals from under represented groups relative to overall retention rate by grade and specialty.
2. Composition of new members/employees relative to workforce accession goals.
3. Workforce profile moving toward Coast Guard workforce representation goals.

RESPONSIBILITY: G-P, G-R

OBJECTIVE 2-2: Change the workforce environment (culture) to guarantee equal treatment and opportunity.

MILESTONE 2-2-A: Analyze the cultural environment, develop and implement strategic plans for managing cultural change as an integral part of all business and management processes.

EXECUTIVE PERFORMANCE INDICATORS:

1. Conformance with the military affirmative action and civilian affirmative employment plans.
2. Cultural audit results.
3. Coast Guard diversity management plan in place.

RESPONSIBILITY: G-P, G-H, G-R

GOAL 2: Place diversity in the Coast Guard at center stage.

OBJECTIVE 2-3: Assign individuals from groups targeted in diversity goals to top management positions so that they can successfully compete for flag officer and SES selection by 1998.

MILESTONE 2-3-A: Diversity goals met for number of individuals from under represented groups filling top management positions.

EXECUTIVE PERFORMANCE INDICATORS:

1. Increased number of individuals from unrepresented groups filling top management positions.

RESPONSIBILITY: G-P, G-CV, G-CCS

GOAL 3: Meet the mandate to streamline with no reduction in essential services.

OBJECTIVE 3-1: Be responsive to OST and OMB guidelines with regards to National Performance Review (NPR) and Government Performance and Results Act (GPRA) initiatives.

MILESTONE 3-1-A: Impose the fiscal discipline required in the CFO Act.

EXECUTIVE PERFORMANCE INDICATORS:

1. Disseminate clear, complete financial policy throughout Coast Guard.
2. Establish responsibility and accountability for financial management across all levels of Coast Guard.
3. Reduce outstanding OMB Circular A-123 material weaknesses in financial management.

RESPONSIBILITY: G-CCS

MILESTONE 3-1-B: Implement an enhanced planning, programming, budgeting, execution, and evaluation system (PPBEES).

EXECUTIVE PERFORMANCE INDICATORS:

1. Make system interactive with and usable by field commands.
2. Link program business plans to spend plans.

RESPONSIBILITY: G-CCS

MILESTONE 3-1-C: Utilize mission analysis and planning factors.

EXECUTIVE PERFORMANCE INDICATORS:

1. Establish process to identify needed resources for missions.
2. Establish and use process to determine if resources meet mission need.
3. Establish and use Dr0cess to determine Dr0Der resource mix.

RESPONSIBILITY: G-CCS, G-CV, G-A, G-M, G-N, G-O, G-R

GOAL 3: Meet the mandate to streamline with no reduction in essential services.

MILESTONE 3-1-D: Develop/Implement an improved financial management system to provide better information to senior Coast Guard managers.

EXECUTIVE PERFORMANCE INDICATORS:

1. Marry expenditure accounting to mission accomplishment.
2. Make financial accounts and records auditable.
3. Develop accurate budget models and spend plans for Coast Guard.

RESPONSIBILITY: G-CCS

MILESTONE 3-1-E: Comply with NPR guidelines to achieve FY99 targeted civilian personnel reductions for administrative positions.

EXECUTIVE PERFORMANCE INDICATORS:

1. Meet identified civilian personnel reduction targets.

RESPONSIBILITY: G-CCS, G-P

OBJECTIVE 3-2: Improve base management process.

MILESTONE 3-2-A: In alignment with new SPPBEES, devise a formal process to accomplish base management that captures quality management initiatives and deploy this process throughout the organization.

EXECUTIVE PERFORMANCE INDICATORS:

1. Establish unambiguous responsibility for management of coast Guard financial resources.
2. Identify and manage Coast Guard budget base quality improvement initiative results.

RESPONSIBILITY: G-CCS, Program Directors and Field Commanders

GOAL 3: Meet the mandate to streamline with no reduction in essential services.

MILESTONE 3-2-B: Strengthen our ability to implement streamlining initiatives.

EXECUTIVE PERFORMANCE INDICATORS:

1. Receive support for activity termination from Congress and administration.
2. Determine true customer need for services.

RESPONSIBILITY: G-CCS, G-CV, Operating Program Directors

OBJECTIVE 3-3: Reduce overhead, administrative and support costs.

MILESTONE 3-3-A: Identify streamlining initiatives for consideration and implementation.

EXECUTIVE PERFORMANCE INDICATORS:

1. Identify initiatives and potentially recoverable resources.
2. Increase program director inputs/participation.
3. Achieve balance between cost savings and organizational effectiveness.
4. Define a process to effectively identify and analyze streamlining initiatives.

RESPONSIBILITY: G-CRC

GOAL 4: Maintain a strong response capability; always ready as a military service to meet multi-mission requirements.

OBJECTIVE 4-1: Preserve multi-mission capabilities of our people and facilities.

MILESTONE 4-1-A: Embed a greater degree of multi-missioned capabilities in acquisition, management, and employment of facilities and in the development of our people.

EXECUTIVE PERFORMANCE INDICATORS:

1. Increase the number of CG personnel supporting secondary/tertiary mission areas, "outside" their current specialty.
2. Decrease the number of personnel identified as "one skill" specialists.
3. Increase the number of CG facilities that support more than one mission area.

RESPONSIBILITY: G-CCS, OCC, G-P, G-A

MILESTONE 4-1-B: Active CG Force is leveraged to the maximum extent possible by the Coast Guard Auxiliary program.

EXECUTIVE PERFORMANCE INDICATORS:

1. Increase Auxiliary resource and staff hours spent in support of non-traditional mission areas.
2. Auxiliary resources factored into requirements of appropriate operational planning documents.

RESPONSIBILITY: G-N, G-O, G-M

MILESTONE 4-1-C: Reserves fully multi-mission capable.

EXECUTIVE PERFORMANCE INDICATORS:

1. Increase Reserve hours spent in support of all appropriate mission areas.
2. Increased utilization of Individual Ready Reserve in surge and day-to-day operations.
3. Greater benefit achieved by drawing on Reservists' non-traditional/civilian skills.

RESPONSIBILITY: G-R, G-N, G-O, G-M

GOAL 4: Maintain a strong response capability; always ready as military service to meet multi-mission requirements.

OBJECTIVE 4-2: Provide surge capability to meet national security and disaster response requirements.

MILESTONE 4-2-A: Maintain appropriate contingency plans.

EXECUTIVE PERFORMANCE INDICATORS:

1. Measure CG response effectiveness in all crisis situations.
2. Plan effective resource allocation to mitigate crisis.
3. Ensure contingency plans address ALL internal and external forces (DOD, reserve, auxiliary, etc.).

RESPONSIBILITY: G-R, G-CCS, G-O, G-N, G-M, G-T MILESTONE 4-2-B: Active CG Force is leveraged to the maximum extent possible by the Reserve program.

EXECUTIVE PERFORMANCE INDICATORS:

1. Exclude reserves from short term FTE ceilings.
2. Support legislation for non-surge augmentation by Reserve.
3. Increase the number of Reservists employed directly in non-surge support of CG operations.

RESPONSIBILITY: G-R, G-P, G-O, G-N, G-M

OBJECTIVE 4-3: Align our capabilities to be consistent with the "new world order" and changing national security goals.

MILESTONE 4-3-A: Establish linkage between the Coast Guard's national defense missions and DOT's Strategic Plan.

EXECUTIVE PERFORMANCE INDICATORS:

1. Examine DOT support for Coast Guard's national security role.
2. Ensure planning documents and JCS reflect CG capabilities.
3. Engage the Congress to foster support for the Coast Guard's National Security Role.

RESPONSIBILITY: G-O

GOAL 4: Maintain a strong response capability; always ready as a military service to meet multi-mission requirements.

MILESTONE 4-3-B: Promote the health and well being of the public and the economy by ensuring compliance with applicable federal regulations.

EXECUTIVE PERFORMANCE INDICATORS:

1. Increase the number of businesses affected by CG regulations which effectively become "partners" in government because their goals are aligned with our goals.
2. Decrease the number of violators through increased prosecution and penalties.

RESPONSIBILITY: G-M, G-N, G-O, G-L MILESTONE 4-3-C: Be a leader in nation building efforts.

EXECUTIVE PERFORMANCE INDICATORS:

1. Increase international acceptance of CG practices, standards, and procedures.
2. Increase number of requests made by host nations for CG activities.
3. Developing/ emerging nations show interest in adopting and/or modifying for their use the Coast Guard's "Statutory Framework for Establishing a Navy with National Security and Law Enforcement Missions

RESPONSIBILITY: G-CV, G-L, G-M, G-N, G-O, G-P

GOAL 5: Enhance and extend our reputation as the world's premier maritime service.

OBJECTIVE 5-1: Enhance maritime safety.

MILESTONE 5-1-A: Establish programs and actions that will lead to an increase in the public's awareness of Coast Guard maritime safety and environmental protection activities.

EXECUTIVE PERFORMANCE INDICATOR:

1. Communicate USCG safety and environmental goals to Congress and public consistent with the requirements of the Government Performance and Results Act.
2. Increase stakeholder support of program goals.
3. Conduct trend analysis of commercial vessel casualties, recreational boating accidents, pollution incidents, and SAR cases.

RESPONSIBILITY: G-M, G-N MILESTONE 5-1-B: Reduce maritime casualties, collision/allisions, near collision/allisions and associated accident rates.

EXECUTIVE PERFORMANCE INDICATOR:

1. Establish a National Vessel Traffic Service (VTS) System.
2. Implement DGPS for U.S. harbors and harbor approaches.
3. Increase public education.
4. Continue efforts to improve commercial fishing safety and towing vessel safety.

RESPONSIBILITY: G-N, G-M, G-K, G-T

GOAL 5: Enhance and extend our reputation as the world's premier maritime service.

OBJECTIVE 5-2: Promote environmental protection and safety at sea to reduce pollution, accidents and associated health care costs.

MILESTONE 5-2-A: Improve safety at sea within commercial maritime industry and the safety of recreational boaters on all waters.

EXECUTIVE PERFORMANCE INDICATOR:

1. Reduce accidental deaths and injuries from maritime casualties.
2. Reduce the risk of passenger vessel casualty with major loss of life.
3. Reduce fatality rates aboard uninspected fishing and towing vessels.
4. Eliminate substandard commercial vessels from U.S. waters.
5. Reduced the vulnerability of U.S. ports and waterways to intentional damage/injury.
6. Reduce maritime casualty related health care costs.

RESPONSIBILITY: G-M, G-N, G-K MILESTONE 5-2-B: Reduce the amount of pollutants discharged into the water from maritime sources.

EXECUTIVE PERFORMANCE INDICATOR:

1. Reduce amount of oil and chemicals going into the water from maritime sources.
2. Reduce the discharge of plastics/garbage into the water from maritime sources.
3. Reduce total number of major and medium oil spills.
4. Eliminate substandard commercial vessels from U.S. waters.
5. Increase the removal of spilled oil from the water.

RESPONSIBILITY: G-M, G-N, G-O

GOAL 5: Enhance and extend our reputation as the world's premier maritime service.

MILESTONE 5-2-C: Ensure Coast Guard activities comply with required environmental standards.

EXECUTIVE PERFORMANCE INDICATOR:

1. Decrease CG violations of regulations.
2. Expand press coverage of Coast Guard compliance efforts.
3. Ensure facilities are in full compliance.

RESPONSIBILITY: G-E, G-L, G-M, G-N, G-O MILESTONE 5-2-D: Implement Maritime Regulatory Reform.

EXECUTIVE PERFORMANCE INDICATOR:

1. Adopt international standards and conventions and delete unnecessary or redundant U.S. maritime regulations.

RESPONSIBILITY: G-M, G-L OBJECTIVE 5-3: Continue the lead in developing international measures, standards and practices to further commercial vessel safety, marine environmental safety and national economic interests.

MILESTONE 5-3-A: Extend the U.S. lead role in international organizations (IMO, IALA, etc.). Project our expertise internationally through: increased interaction with coast guard organizations throughout the world, training, technical assistance, and information exchange at various levels.

EXECUTIVE PERFORMANCE INDICATOR:

1. Increase U.S. representation in key positions.
2. Increase number of technical initiatives proposed or being developed & percentage of initiatives proposed & adopted.
3. Increase international requests for USCG technical assistance
4. Increase use of USCG proposals/practices by other nations.

RESPONSIBILITY: G-CV, G-M, G-N, G-L, G-O, G-T

GOAL 5: Enhance and extend our reputation as the world's premier maritime service.

MILESTONE 5-3-B: Sponsor environmental summits/fora and pursue international agreements to further national policies and improve linkages with environmental program stakeholders.

EXECUTIVE PERFORMANCE INDICATOR:

1. Ensure international agreements are in-place that assist accomplishment of milestone.
2. Maximize use of coalition to further US Initiatives.
3. Increase # of summit agreements incorporated into agencies' policies.
4. Increase stakeholder satisfaction with the process of program development/management.

RESPONSIBILITY: G-M, G-L, G-CV, G-N Objective 5-4: Enhance and extend our reputation as the world's premier maritime law enforcement agency.

MILESTONE 5-4-A: Enforce laws and treaties to support the National Goals for Living Marine Resources Management and Conservation.

EXECUTIVE PERFORMANCE INDICATOR:

1. Increased demand for enforcement services for domestic and international fisheries management plans.
2. Increased customer satisfaction with level and effectiveness of enforcement services provided.
3. Increased enforceability of fisheries management measures.

RESPONSIBILITY: G-O, G-M, G-N

MILESTONE 5-4-B: Enforce U.S. drug laws in the maritime arena, to prevent the supply of illegal drugs to the U.S.

EXECUTIVE PERFORMANCE INDICATOR:

1. Observable changes in smuggling trends that indicate traffickers are affected or reacting to positive efforts by the USG.
2. Increase CG efficiency and effectiveness through forward looking R&D efforts.

GOAL 5: Enhance and extend our reputation as the world's premier maritime service.

RESPONSIBILITY: G-O, G-N, G-E MILESTONE 5-4-C: Promote multinational efforts to combat illicit drug smuggling by sea.

EXECUTIVE PERFORMANCE INDICATOR:

1. Achieve broad-based implementation of the articles of the UN Convention Against Illicit Traffic in Narcotic and Psychotropic Substances of 1988 relating to illicit traffic by sea.

RESPONSIBILITY: G-O, G-L

MILESTONE 5-4-D: Enhance enforcement of applicable maritime laws and treaties designed to deter illegal immigration to the U.S. via maritime routes.

EXECUTIVE PERFORMANCE INDICATORS:

1. Timely response to changes in national policy and immigration threats.
2. Increased effectiveness of maritime migrant interdiction and efforts against alien smuggling operations.

RESPONSIBILITY: G-O

GOAL 6: Engage the Coast Guard as an intermodal partner in the implementation of the DOT Strategic Plan, particularly in the areas of infrastructure, safety and security.

OBJECTIVE 6-1: Enhance CG participation in DOT team building initiatives relating to waterway and port management and infrastructure, transportation system interactions, and transportation safety.

MILESTONE 6-1-A: Support and participate in DOT Strategic Plan and National Transportation System (NTS) development and implementation efforts.

EXECUTIVE PERFORMANCE INDICATOR:

1. Assignment of qualified CG individuals to DOT organization, as appropriate.
2. Improve understanding of DOT planning mechanisms.
3. Support appropriate DOT customer service plans.

RESPONSIBILITY: G-CV, G-CCS OBJECTIVE 6-2: Integrate a national intermodal port management and waterway system

MILESTONE 6-2-A: Continue participation in interagency Waterways Management Council.

EXECUTIVE PERFORMANCE INDICATOR:

1. Take leadership role in Council activities.
2. Reach 100% interagency participation in Council.
3. Provide annual report on Council accomplishments.

RESPONSIBILITY: G-N, G-M OBJECTIVE 6-3: Serve as a change agent in providing a safer transportation network with an emphasis on prevention and security.

MILESTONE 6-3-A: Take actions to prevent accidents in the maritime transportation network.

EXECUTIVE PERFORMANCE INDICATOR:

1. Expand the existing Waterways Analysis and Management System (WAMS) to a multipurpose tool which further advances the safety of our ports and waterways.
2. Promote VTS 2000 as a cooperative enterprise that maximizes the safe and efficient use of waterways and collects information on relevant activities in the serviced waterway.
3. Complete implementation of the Global Marine Distress and Safety System (GMDSS).

GOAL 6: Engage the Coast Guard as an intermodal partner in the implementation of the DOT-Strategic Plan, particularly in the areas of infrastructure, safety and security.

4. Strengthen prevention, response and enforcement measures relating to the transportation of hazardous material.

RESPONSIBILITY: G-M, G-N, G-T

MILESTONE 6-3-B: Ensure that passenger terminals and vessels are secure from the threat of criminals and terrorists.

EXECUTIVE PERFORMANCE INDICATOR:

1. Full implementation of final rule on Security for Passenger Vessels and Passenger Terminals (33CFR 120 and 128).

RESPONSIBILITY: G-M

MILESTONE 6-3-C: Engage industry and state and local governments/agencies in cooperation to strengthen security at passenger terminals and on board passenger ships.

EXECUTIVE PERFORMANCE INDICATOR:

1. Conduct local "listening sessions" and seminars on implementation of final rule on Passenger Vessels and Passenger Terminals (33 CFR 120 and 128).

RESPONSIBILITY: G-M

OBJECTIVE 6-4: Revitalize aging transportation networks

MILESTONE 6-4-A: Support the President's new shipbuilding initiatives

EXECUTIVE PERFORMANCE INDICATOR:

1. Increase economic activity in maritime industry.
2. Develop partnership with MARAD.
3. Manage vessel design and construction projects in such a way that supports Presidential and DOT new shipbuilding initiatives.

RESPONSIBILITY: G-M

GOAL 6: Engage the Coast Guard as an intermodal partner in the implementation of the DOT Strategic Plan, particularly in the areas of infrastructure, safety and security.

MILESTONE 6-4-B: Remove competitive disadvantage from Coast Guard regulatory and compliance programs while maintaining appropriate levels of safety.

EXECUTIVE PERFORMANCE INDICATOR:

1. Increase economic activity in maritime industry through CG regulatory/compliance programs.
2. Enhance safety level through CG regulatory/compliance programs.
3. Accomplish initiatives through partnership efforts.

RESPONSIBILITY: G-M

MILESTONE 6-4-C: Allocate Coast Guard domestic icebreaking resources/capabilities to facilitate navigation on seasonally covered domestic waters and to prevent flooding caused by ice-jams.

RESPONSIBILITY: G-N

GOAL 7: Ensure that the Coast Guard epitomizes the best in quality management practices and performance.

OBJECTIVE 7-1: Make the Coast Guard quality program the best in government.

MILESTONE 7-1-A: One or more unit(s) win/wins Presidential Award for Quality by 1998.

EXECUTIVE PERFORMANCE INDICATOR:

1. Organization committed to quality from top to bottom.
2. Internal/external customers recognize that Coast Guard is a quality organization.
3. Organizational assessments (e.g., QPC) indicate employee commitment to quality and competitiveness for Presidential Awards.
4. Process for competition known service-wide.

RESPONSIBILITY: G-CV

MILESTONE 7-1-B: Quality management is fully integrated into daily business practices.

EXECUTIVE PERFORMANCE INDICATOR:

1. Promotion, evaluation, and awards systems reward individuals who demonstrate quality centered leadership, e.g. risk taking, empowerment, data based decision making.
2. Every Standard Operating Procedure in the organization reflects principles of quality management.
3. We will deliver quality service by all Coast Guard people continuously improving processes to meet ever-changing needs of customers (CG Strategic Quality Goal).

RESPONSIBILITY: G-CV, G-CCS

MILESTONE 7-1-C: Quantifiable benefits generated by TQM are measured and documented.

EXECUTIVE PERFORMANCE INDICATOR:

1. Quality improvements save time and cut costs.
2. Customer survey data indicate continuous improvement of performance in all missions.
3. Time and money saved from quality improvements is reallocated to needed areas.
4. Increase empowerment of employees. RESPONSIBILITY: G-CCS, Area Commanders

GOAL 7: Ensure that the Coast Guard epitomizes the best in quality management practices and performance.

OBJECTIVE 7-2: Focus on our customers at all times.

MILESTONE 7-2-A: 50% of all Coast Guard activity falls under customer service standards by the end of 1995 and 85% by 1996.

EXECUTIVE PERFORMANCE INDICATOR:

1. Ensure taxpayers know value of CG services.
2. Increase Congressional, executive, political awareness of value of service.
3. Voice of customer drives management decisions.

RESPONSIBILITY: G-CCS, G-CV, Area Colanders, G-M, G-N, G-O

MILESTONE 7-2-B: Selective beneficial external partnerships are established or increased with top 25% of Coast Guard customers which must impact U.S. economy by 1995.

EXECUTIVE PERFORMANCE INDICATOR:

1. Establish USCG as a leader in proper partnerships with people the CG interfaces with or regulates.
2. Ensure the USCG a recognized, accessible partner, team player in partnerships with federal, state, and local agencies
3. Ensure the USCG is recognized as a leader and partner in the global maritime community.

RESPONSIBILITY: G-M, G-N, G-O, G-CV

OBJECTIVE 7-3: Seek continuous improvement in our services, maintaining core attributes.

MILESTONE 7-3-A: Establish performance standards and a measurement plan for each major Coast Guard service (program) provided to the public by FY 1997 (September 1996).

EXECUTIVE PERFORMANCE INDICATOR:

1. Institutionalize a dynamic mission analysis process.
2. Base resource allocation on mission performance measurement system.
3. Eliminate unnecessary processes.
4. Draft performance standards and measurement plans are submitted to G-CCS by December 1995.

RESPONSIBILITY: G-CCS, G-M, G-N, G-O

GOAL 8: Pursue and exploit new technologies to achieve gains in productivity and enhance mission performance.

OBJECTIVE 8-1: Redirect efforts in Research and Development to further mission productivity.

MILESTONE 8-1-A: Provide a research and development framework for conducting credible, measurable, goal-oriented R&D that is aligned with and linked to the strategic goals and business objectives of the USCG.

EXECUTIVE PERFORMANCE INDICATOR:

1. Link all R&D projects to CG/DOT Goals.
2. Integrate the R&D process into SPPBEES.

RESPONSIBILITY: G-E, G-CPP, All Program Directors (PDs)

MILESTONE 8-1-B: Develop strong distress and disaster assessment capabilities for making predictions, identifying response needs, and assessing damage.

EXECUTIVE PERFORMANCE INDICATOR:

1. Incorporate information from assessment capabilities into plans (response, contingency, action plans, etc.).
2. Reduce emergency response time.

RESPONSIBILITY: G-E, All PD's

OBJECTIVE 8-2: Use technology to enhance maritime safety, surveillance and environmental systems.

MILESTONE 8-2-A: Prevent and mitigate the effects of maritime casualties and pollution through use of technology.

EXECUTIVE PERFORMANCE INDICATOR:

1. Increase use of satellite technology.
2. Make new cleanup technology available to workforce.
3. Pollution response capabilities considered in mission analysis for all operational platforms.

RESPONSIBILITY: G-E, G-A, G-M, G-O, G-N, G-T

MILESTONE 8-2-B: Foster use of technology in the production and support of transportation, communications, safety, and environmental systems.

GOAL 8: Pursue and exploit new technologies to achieve gains in productivity and enhance mission performance.

EXECUTIVE PERFORMANCE INDICATOR:

1. Use CAD/CAE/CAM technology (Design/Engineering/ Manufacturing).
2. Increase the number of USCG approved advanced equipment and systems for the maritime community.

RESPONSIBILITY: G-E, G-N, G-M, G-T, R&D Center

OBJECTIVE 8-3: Be a partner with DOT's R&D efforts to develop integrated smart transportation and navigation information systems.

MILESTONE 8-3-A: Ensure Coast Guard R&D plans and efforts translate and link to those in the broader Departmental transportation research goals and team efforts.

EXECUTIVE PERFORMANCE INDICATOR:

1. Coordinate use of technology with other DOT agencies.
2. Integrate CG R&D projects with intermodal R&D efforts, as appropriate.

RESPONSIBILITY: G-E, G-N, R&D Center

MILESTONE 8-3-B: Strengthen R&D ties with international, state, local and volunteer counterparts to coordinate plans, exchange information, and cooperatively advance common interests.

EXECUTIVE PERFORMANCE INDICATOR:

1. Increase cooperation and information sharing through MOAs developed with counterparts.
2. Increase USCG participation in transportation related fora focused on technology.

RESPONSIBILITY: G-E, G-T, G-CV

OBJECTIVE 8-4: Manage Coast Guard information resources.

MILESTONE 8-4-A: Examine how to change the IRM concept toward the establishment of a cross program manager of information resources.

GOAL 8: Pursue and exploit new technologies to achieve gains in productivity and enhance mission performance.

EXECUTIVE PERFORMANCE INDICATOR:

1. Develop IRM concept and plans to address changes needed.
2. Establish a cross program manager of information resources.

RESPONSIBILITY: G-T, G-CCS

MILESTONE 8-4-B: Plan and implement effective, affordable, cross program information systems.

EXECUTIVE PERFORMANCE INDICATOR:

1. Link the IRM concept and plans to CG Business Objectives.
2. Treat information as a corporate resource.

RESPONSIBILITY: G-T, G-CCS

MILESTONE 8-4-C: Ensure interoperability of information (including telecommunications) systems with external customers.

EXECUTIVE PERFORMANCE INDICATOR:

1. Implement open system architecture.
2. Increase information available through shared databases.
3. Increase ability to interact with external partners through information systems.

RESPONSIBILITY: G-T

Glossary

Critical Success Factor: (From the "Coast Guard Process Measurement Guide") Key activities that must be performed for the process to succeed.

Executive Performance Indicator: A key performance indicator used to assess the outcome of each objective and/or milestone.

Goal: Outcome-related direction for the major functions and operations of the Coast Guard.

Milestone: Significant point of development and/or accomplishment toward meeting goals and objectives. A milestone represents incremental accomplishments within a structured plan that contributes to attainment of the goals and objectives.

Objective: Statement of desired condition or achievement. An objective focuses on conditions/achievements that need to be taken over the next several years to accomplish and/or move towards the vision, mission, and goals.

Target: Intermediate steps leading to the achievement of a milestone. These relate the "How much and how soon." An example is:

EPI: Lower number of casualties

Target: Reduce deaths (and injuries) by 20% by 1998.

Responsibility: The office having primary responsibility for accomplishing the milestone. This office may have to coordinate with others who have input or an interest in the milestone.

ENCL (2) to COMDTINST 16010.13
EXECUTIVE BUSINESS PLAN (EBP)
THE COMMANDANT'S OVERVIEW: QUESTIONS AND ANSWERS

1. What is the EBP?

The EBP provides Coast Guard executive level expectations to program directors, managers and field commanders for translating corporate goals and objectives into measurable actions contributing to the realization of our goals. The EBP provides a flexible link between external DOT direction and internal Coast Guard programs, processes, and activities. Like any plan, the EBP is a living document!

2. What is the difference between the Commandant's Direction and the EBP?

The Commandant's Direction provides the Commandant's vision, strategic goals and objectives, and describes the areas of emphasis that the Coast Guard must highlight and address over the next four years. The EBP is the management tool that details progress toward achieving our goals and objectives based on measured results.

3. Why was the EBP created?

The EBP was created to provide a previously missing link between senior management's expectations and the planning system of the organization. The EBP will serve as senior management's measurement and evaluation system to support decision making, and to assist senior management in leading and managing the Coast Guard based on measured results.

4. What does the EBP include and how do we use it?

The EBP includes milestones and executive performance indicators that are focused on special emphasis areas identified by the Commandant for the next four years. The EBP does not replace our core missions and operational priorities. The day to day operations of the Coast Guard as a uniformed military service remains a central priority of the Commandant and top management. The EBP is to be used in conjunction with existing planning and programming documents and guidance.

5. Is the EBP based on TQM concepts and techniques?

Yes. Business planning by senior managers sets the goals which guide quality improvement efforts throughout the entire organization. The development of the EBP was a Coast Guard executive level team project. The last two Flag Conferences (Spring and Fall 1994) actively employed TQM concepts and techniques using Coast Guard trained TQM resources to build the EBP. Facilitated Flag/SES teams developed the EBP under the direction of the three-star Guidance Team. The EBP process was designed to engage and empower senior management in strategically

thinking and planning the Coast Guard's future. The EBP process facilitates and strengthens senior management's buy-in and commitment to Coast Guard's missions and priorities. Flag Conference forums will provide annual opportunities for further development, review and discussion of the EBP.

6. Is the EBP a Headquarters document?

The EBP is not a Headquarters document. The EBP is a Coast Guard document. The goals and objectives cited in the EBP match those listed in the Commandant's Direction. These need to be understood and articulated by all management levels throughout the organization so that we all move forward in the same direction. However, Headquarters program directors will focus significantly on the details of the EBP in relation to all aspects of managing Coast Guard programs, especially measurement and evaluation.

7. Who are the suppliers of the EBP?

Inputs in the form of directions, goals, and objectives are supplied by the Secretary of Transportation, Commandant, three-star Guidance Team and the Board of Directors.

8. Who are the members of the Board of Directors?

The Board of Directors is the executive level body comprised of all active duty and reserve Flag Officers, Office-level and/or Director-level SES members, and the Commodore of the Auxiliary.

9. Program directors and field Flags are also part of the Board of Directors. What is the difference?

The two roles are different. As members of the Board of Directors, they provide a unified team approach to leading and managing the organization from a macro, executive level perspective. While the program directors and field Flags are expected to provide their subject matter expertise in deliberations, the focus of the Board is Coast Guard-wide rather than program specific. This is different from their traditional roles as program directors and field Flags. In their traditional roles they are responsible for championing specific program and field interests.

10. Who are the customers of the EBP?

The EBP's direct customers are program directors, program managers and field commanders. These direct customers, who are also suppliers, are responsible for providing feedback and measured results to the Commandant and Board of Directors and ultimately the Secretary of Transportation.

11. How will the EBP be used?

The EBP will be used by senior management to track progress towards achieving the goals and objectives in the Commandant's Direction. The EBP will be used to measure and evaluate Coast Guard accomplishments versus program accomplishments.

12. What is the Chief of Staff's role in developing and implementing the EBP?

The Chief of Staff serves as the coordinator and facilitator for the development of the EBP during the Flag Conferences. In addition the Chief of Staff serves as a member of the three-star Guidance Team. The Chief of Staff has the following functional responsibilities in implementing the EBP:

- to create and define the measurement and evaluation process in support of Strategic Planning, Long Range Planning, Programming, Budgeting, Execution and Evaluation System (SPPBEES),

- to ensure the process elements add value and link to other planning documents,

- to continuously improve and streamline the process with future iterations of the EBP and feedback from program planning staffs, and

- to evaluate program business plans from a Coast Guard perspective in support of the EBP.

13. Where does the EBP fit into the planning process?

The EBP is only one piece of the Coast Guard planning process. The EBP is complemented and supplemented by other Coast Guard planning documents including the Commandant's Direction, the Capital Investment Plan, Program Descriptions, Coast Guard Directions, Program Business Plans, and annual budgets. The EBP is intended to feed program planning which in turn feeds field tactical and operational planning and management. The EBP will be used in conjunction with other planning documents to support programming decisions and budget development for managing the Coast Guard's resource acquisition and reallocation processes.

14. Does the EBP drive budget decisions?

The EBP offers us the opportunity to successfully compete for DOT resources due to its alignment with the DOT Strategic Plan. We will still continue to use the SPPBEES in developing and obtaining our budget. SPPBEES is the management tool by which the Chief of Staff executes the resource management system of the Coast Guard. The EBP provides us another vantage point to pursue additional resources.

15. How do I find out about SPPBEES?

The Planning and Programming Manual (COMDTINST 16010.1B), Chapter 1: Introduction, provides the background, responsibilities, procedures, documents, and timetables of the planning and programming portions of SPPBEES.

16. How should program directors and managers use the EBP?

Program directors should adjust planning documents (Program Descriptions, Program Directions, and Program Business Plans), as

needed, based on the Commandant's Direction and EBP requirements. This does not mean to replace the core missions and operational priorities as stated in Program Descriptions. Program Business Plans must include program specific targets based on legislative requirements, traditional missions, planning and programming guidance, and other program specific goals. Not all Program Business Plans will address EBP elements equally. Program directors must translate program specific EBP elements into Program Business Plans which will be distributed to field commanders.

17. How should field commanders and operators use the EBP?

Field commanders and operators shall set policies and operational priorities that directly apply to overall management and leadership issues based on their regional influences and priorities. They must ensure their policies and operational plans are aligned with the approved Program Business Plans.

18. How often is the EBP revised?

The EBP will be reviewed, discussed, and further developed in Flag Conference forums at least annually.

19. Why are some of the milestones and executive performance indicators (EPIs) significantly more detailed than others?

The reasons the milestones and EPIs vary in their degree of specificity are:

- Some variation is needed to maintain top management's flexibility to manage the organization and respond to priorities as appropriate.

- Traditional, long-standing goals have greater clarity and more result-oriented language than new organizational goals. As new organizational goals mature over the next several months, the course we need to set in the milestones and EPIs will become clearer.

- Some of the milestones naturally lend themselves to measurement and were therefore more easily developed.

- There are two categories of EBP milestones. One that identifies vital actions or initiatives that contribute to the objective and the other that identifies areas of interest, usually across programs, that need to be initiated, improved, or given continued attention. And what is being done about it?

- The EBP is a living document. The development of the EBP is a new process. As the executive level becomes more familiar with the process and refines and updates the EBP, the degree of variation will decrease as the macro, executive level view will increase.

--As continuous improvements are made to the EBP, there should be a smoother translation between Coast Guard executive performance indicators and program specific targets.

20. There is a lot of discussion about measurement. Does the EBP provide the guidance on what to measure?

The EBP provides initial, macro guidance on what to measure from an executive level perspective. The Planning and Programming Manual (COMDTINST 16010.1B), Chapter 12: Program Measurement and Evaluation, provides guidance on how to develop results-oriented program measures. Program Business Plans will also contain specific guidance on program measurement requirements. Our goal is to develop program measurement guidance to complement the process measurement guidance. As program managers and planners work with new and creative approaches to measurement problems, we will learn how to transition from process measurement into program performance outcomes. They complement each other and both are vital. We need to clearly communicate standards and measures so our people can act independently to improve unit performance. We need to base our decisions on data and information in order to minimize variation and tampering with our business processes. We need to listen to our many customers and provide the highest quality of service to them. We will know whether we have satisfied our customers through our measured results.

21. What is the relationship between the Commandant's Direction, the EBP, and the Commandant's annual Performance Agreement with the Secretary of Transportation?

The Commandant's Direction is the foundation of the Performance Agreement between the Commandant and the Secretary. The EBP provides guidance to the program directors in order for them to develop the targets (how much & how soon), the completion of which will ultimately accomplish these goals. These targets become Annex A to the Performance Agreement.